



CFO Academy

US\$6,800

United States, New York
22-26 Sep 2014

The CFO Academy will give delegates a leading edge in financial planning and strategy. The course will explore how to successfully manage stakeholders' relationship, reporting, talent, governance, risks, treasury, liquidity and cash management as well as how to overcome critical issues like ethics, bribery, corruption and fraud

Course Instructor

The Instructor is FCCA and FCT with 25 years' experience in the financial services, energy and retail sector, who has built up expertise in finance, treasury, internal audit, risk and governance. He is the former CFO of London Capital Group Holdings plc, and other prominent roles include business analyst in group reporting/global audit manager (treasury) for Royal Dutch Shell plc and group treasurer of Empire Stores Group Plc. Since becoming a trainer and independent consultant in 2009, he has developed reputation for delivering highly pragmatic learning with a practitioner perspective. He is a founder and director of his own consultancy with clients globally.

9 Reasons to Choose Euromoney Financial Training

- We have over 25 years experience and has trained over 200,000 professionals from the leading financial institutions and corporations.
- Our clients include: HSBC, Barclays, Credit Suisse, Citibank, Ernst & Young, Deutsche Bank, Fidelity, and Lloyds TSB, JP Morgan, Shell, EDF Energy & Standard Bank.
- Instructors/guest speakers are the most reputable in the industry and have over 15 years of experience
- Group sizes are restricted to ensure optimum contact time with the facilitator
- Courses are constantly reviewed and revamped to meet the latest legislative and market challenges
- Gain CPE points towards your accreditation
- You will receive an official prestigious certificate
- Courses are run in 4-5 star hotels. Train in complete comfort



Progress your career to the next level and enhance your potential earnings





Course Description

By attending this course, you will learn about:

- The CFOs executive role, top questions and challenges
- Building and communicating strategy
- Optimizing performance by business partnering and identifying growth opportunities
- Long-term planning and resource allocation (e.g. capital structure mix, M&A, dividends)
- Delivering a responsive, scalable and cost-effective finance operating model
- Ensuring sound governance framework around integrity, ethics, bribery and fraud
- CFO responsibility and certification for Sarbanes-Oxley
- Implementing new or changing regulations in a timely and cost-effective manner
- Motivating and retaining the right people
- Enhancing influence with the executive board, business management and stakeholders
- Filtering and analysing data to communicate salient information
- Enterprise risk management
- Multinational corporate financial decisions and tackling treasury matters

The course provides valuable insights into main practices being adopted by CFOs across the USA and globally to tackle current day challenges.

It draws upon extensive international experiences of the Course Director, a former CFO, Global Internal Audit Manager and Group Treasurer.

The course provides useful forum for networking and sharing experiences and delegates will be able to contribute to numerous group discussions and exercises as well as leveraging the experiences of each other and the Course Director.

Agenda

Day 1

Introduction and Course Objectives

- Context of the global crisis and the ever increasing demands made on the CFO role
- Course Leader & Delegates
- Course Objectives
- Reasons for attending

Strategic Development and the CFO



- Setting strategy and its links to financial objectives
- Building a strategic framework
- Strategy and the corporate life cycle
- Communicating strategy to shareholders and funders
- Understanding shareholder value and value drivers
- Setting priorities
- Communicating strategy to non-financial colleagues
- Leading the finance agenda
- Aligning finance strategy to organization's strategy, operating plans and performance
- Making Strategy Work - Improving communication, tracking implementation, adapting

Discussion: CFO at the heart of strategic development

Group Discussion: Identify key input factors

Financial Strategy

- Finance vision, mission, goals and values
- Setting a strategy for the finance function
- Creating and protecting value, identifying value drivers
- Addressing key components (e.g. capital structure, gearing)
- Talent sourcing and selection
- Communicating and delivering the Finance vision
- Setting targets for the operating business
- Main Influences - business size and sophistication

Group Exercise: Creating a finance strategy

Challenges Faced by CFOs

- Embracing financial leadership
- Tackling the many roles
- Critical success factors
- Managing avalanche of data
- Delegating responsibility
- Managing through the downturn
- Identifying growth opportunities
- Regulatory challenges arising from geographical expansion and changing regulations
- Finance workforce effectiveness (organization, leadership and training)
- Operational efficiency (reliability, integrity, timetabling)
- Keeping pace with emerging technologies and business models
- Driving high performance: Benchmarking to assess quality and efficiency

Personal work: Developing a framework for priorities

Day 2

Performance Reporting and Analytics

- Advanced analytic tools and executive dashboard
- Addressing sustainability issues
- New IT enablers to improve end-to-end processes



- Information architecture, legacy systems and manual interfaces

Case Study: Enhancing quality and presentation of reports (internally and externally)

Discussion: Check list for the modern day CFO

Reporting with Clarity and Purpose

- Relevant key performance measures
- Communication in fewer words to non-financial audience
- Report formats

Case Study: Pulling it all together – expectations, outcomes and enhanced reporting

Hazards in the Boardroom

- CFO as a member of the board
- Board behaviours
- Group Think
- When the board disagrees

Case Study & Discussion: Working harmoniously alongside fellow board members

Building Relationships and Influence

Building Relationships

- Building relationships (CEO/Audit Committee chair/ Investors/Analysts/banks)
- Working alongside the CEO and handling conflict or issues calling for judgment
- Relations with internal and external auditors
- Partnering with other corporate functions and business management

Case Study & Discussion: Developing professional relations with the CEO, stakeholders and auditors

The Influential CFO

- Personal effectiveness, presence and credibility
- Communication skills and social interactions
- Holding centre stage effectively
- Close relationship (or rapport) with decision taker
- Managing significant events such as cross border acquisitions
- Managing a business discontinuity event

Discussions: How to influence people within the business

Day 3

Beyond Budgeting

Strategic Budgeting and Business Partnering

- Linking planning process to the business life cycle and strategy
- Budgets and rolling forecasts
- Level of connection and challenge



- Quality of business decisions
- Managing expectations and maintaining credibility
- Periodic business review meetings

Discussion: Obtaining ownership, accountability and buy-in from the budget holder

Corporate Finance

- Balance sheet optimization
- Capital planning & allocation (re-investment, M&A, debt servicing, dividends)
- Corporate financial decisions and working capital management
- Tax planning

Discussion on international tax planning (Starbucks/Google) and impact on reputation

- Crisis Management
- Assessing situation, identify biggest problems
- Knowing your stakeholders, rebuilding credibility
- Honesty, openness, being positive, communicating clearly
- Scenario planning and risk assessments
- Responsibility and accountability
- Use of advisers
- Plan B

Discussion: Why first few days are most critical?

Capitalizing on M&A opportunities

- Defining acquisition criteria and planning acquisition process
- Financial and commercial due diligence
- Valuing and evaluating the target
- Deal negotiation Financing the deal
- Purchase and sale contract
- Taking charge and integrating the business

Case Study & Discussion: Recent examples of worst takeover deals and what went wrong

Day 4

Business & Economic Environment

- Managing the complex needs of all stakeholders
- Tackling volatility and uncertainty
- Scenario modeling

Exercise & Discussion: Tackling future challenges

Leading Corporate Treasury

- Strategy, mission & authorities
- Understanding the core treasury elements (Funding, investment, currency & interest rate risk)
- Alignment of strategy and policy with overall business strategy
- Profit centre vs. value-added centre vs. cost centre



- Working capital and the Cash Conversion Cycle
- Critical treasury risks (interest rate, currency, bank risks)
- Derivatives and complex financial instruments (swaps, forward contracts)
- International Finance and multinational corporate financial decisions

Discussions: Recent prominent cases where controls have been weak or have collapsed

Exercises: Treasury fundamentals / hedging instruments (Interest rate swaps/currency forwards)

Sarbanes-Oxley (SOX) Review

- Refresh on key sections of the SOX Act
- CFO responsibility and certification
- Financial disclosures and internal controls
- Conflicts of interest and codes of conduct; white collar criminal penalties

Discussion: Overcoming practical challenges

Day 5

Corporate Governance

- International governance frameworks
- Main principles and legal responsibilities
- Public reviews
- CFO's role in corporate governance and system of internal control

Case Study & Discussion: Prominent failures in corporate governance

Business Ethics

- Identifying an ethical framework
- Corporate culture and personal responsibility
- Appreciating importance of behaviors
- Connecting business values and ethical values
- Setting the ethical framework

Exercise & Discussion: Tackling ethical dilemmas

Fraud, Bribery and Corruption

Fraud

- Motives and indicators of fraud
- Fraud prevention

Case Study & Discussion: Warning signals and what to look for (including potential fraud in M&A)

Bribery & Corruption

- Definitions and prohibited practices
- Foreign Corrupt Practices Act, OECD convention



Case Study: Conducting investigations into bribery, corruption and fraud

Discussion: Potential impact on business reputation

End of course Quiz

Course summary and close

About the instructors

The Instructor is FCCA and FCT with 25 years' experience in the financial services, energy and retail sector, who has built up expertise in finance, treasury, internal audit, risk and governance. He is the former CFO of London Capital Group Holdings plc, and other prominent roles include business analyst in group reporting/global audit manager (treasury) for Royal Dutch Shell plc and group treasurer of Empire Stores Group Plc. Since becoming a trainer and independent consultant in 2009, he has developed reputation for delivering highly pragmatic learning with a practitioner perspective. He is a founder and director of his own consultancy with clients globally.

Courses run by this instructor

Best Practices for Planning, Budgeting & Forecasting

Venue

New York Hotel, New York, United States

This program takes place on a non-residential basis at a New York hotel. Non-residential course fees include training facilities, documentation, lunches and refreshments for the duration of the programme. Delegates are responsible for arranging their own accommodation, however, a list of convenient hotels (many at specially negotiated rates) is available upon registration.

As with all Euromoney Training programmes on-site administrators are with you throughout the programme to ensure smooth administration and group interaction.

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